

**TRAVEL MONTANA**  
AND THE  
MONTANA FILM OFFICE

**MARKETING PLAN**  
**FY08**

***Progress through***  
***3/31/08***



**MAY 2007**

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## **MISSION STATEMENT**

Travel Montana and the Montana Film Office's mission is to strengthen Montana's economy through the promotion of the state as a vacation destination and film location. By maximizing the combined talents and abilities of its staff, and with guidance from the Governor's Tourism Advisory Council, the division strives to promote a quality experience to visitors while encouraging preservation of Montana's environment and quality of life.

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## 2007-2008 OVERALL GOALS

- Increase **consumer awareness** of Montana as a travel destination.
  - Implement a Montana branding initiative to ensure and encourage marketing consistency across numerous platforms. The brand will create a unique and distinctive image of Montana as a must-see travel destination.
  - Increase **consumer inquiries** about travel to Montana and in turn, increase the number of inquiries which are converting to actual visitors.
  - Increase level of **economic impact** to the state by non-resident visitor spending.
    - Increase non-resident expenditures by 5% per year (with emphasis on raising per-visit expenditures and length of stay).
    - Increase state and local tax revenue generated by visitor spending by 14% per year.
    - Increase the number of jobs supported by the tourism industry 6% per year and increase total personal income generated by 14%.
  - Increase **four-season tourism revenues** in all regions of the state.
    - Disperse visitation throughout the state.
  - Foster **cooperation in tourism promotion and development** through all sectors of the tourism industry.
  - Enhance **awareness and support for tourism** among Montana citizens and elected officials. Advocate for tourism being an integral component in the overall economic framework of the state.
  - Increase the **economic impact and job opportunities** of the film industry by bringing more film-related projects to Montana.
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## THE TOURISM INDUSTRY IN MONTANA

Tourism has grown to be one of the state's leading industries. In 2006, non-resident travelers spent \$2.9 billion across the state. Tourism spending directly supported 36,500 jobs resulting in \$747 million in total personal income for Montana residents. Traveler spending generated \$230 million in state and local tax revenue.

In 2006, 10.3 million visitors traveled to Montana. With the revenue they help bring to the state, these visitors are our biggest allies in helping preserve the best attributes of our state. Montana is blessed with pristine landscapes, abundant wildlife and a vibrant historic and cultural heritage. Without the support of our visitors, many of Montana's most cherished places would not exist for the enjoyment of the public.

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## MONTANA TOURISM TRENDS

<u>Nonresident Expenditures</u>	<u>2006</u>	<u>2005</u>
• Average daily expenditure for all travel groups	\$148.59	\$143.95
• Vacationers	\$189.29	\$183.37
• Business travelers	\$149.93	\$145.24
• VFR visitors	\$144.34	\$139.83
• Visitors passing thru	\$99.37	\$96.26

### Montana Travelers: 2001 versus 2005

- Nonresident visitation and spending increased
- Vacation travelers decreased from 41% to 34% (-473,480)
- Pass-thru travelers increased from 24% to 27%
- VFR travelers increased from 14% to 19%
- Travelers who earn \$100,000+ increased 7%
- Longer length of stay by approx. ½ day
- Slightly larger travel group sizes
- International visitation increased by 60,000+
- Number of visitors from ID and WY increased
- Total visitors served by Montana VICs increased 13% (May-Sept 2002 vs. 2006)

### Transportation Trends:

- Montana commercial airline deboardings rose 17% from 2001 to 2006.
- 2006 saw a 3% decrease in passenger deboardings from 2005.

- Smaller jets resulted in fewer seats and more expensive airfare.
- While reduced capacity has contributed to increased air fares in Montana, distance remains the #1 factor in Montana airline ticket prices.
- Montana is the most remote state in the lower 48. (Every other state either has a city of greater than 1 million or directly borders a state that does).
- More travelers to Montana are flying: 30% in 2005 versus 19% in 2001.
- Amtrak Montana station passengers increased 17% from 2001 to 2005 (117,850 vs 142,783).

#### Lodging Statistics:

- All planned new lodging for 2007 is primarily Upscale (1,526 rooms) and Midscale Limited Service (597 rooms).
- Room Occupancy was 60% in 2006.
- Average Daily Rate (ADR) was \$68 in 2006.
- Percent of nights spent in hotels/motels/B&Bs decreased 5% since 2001, but percent of nights spent at friends'/family homes increased 10%.

#### 2006 Lodging Tax Collections:

<u>Country</u>	<u>Amount</u>	<u>% of Total</u>
Glacier Country	\$4,922,580	31%
Yellowstone Country	\$4,741,250	30%
Custer Country	\$2,622,841	16%
Gold West Country	\$1,947,496	12%
Russell Country	\$1,443,157	9%
Missouri River Country	\$278,648	2%
<b>Montana</b>	<b>\$15,955,974</b>	<b>100%</b>

#### Total Lodging Sales rose 24% from 2001 to 2005:

➤ Missouri River Country	34%
➤ Glacier Country	27%
➤ Yellowstone Country	27%
➤ Gold West Country	25%
➤ Russell Country	24%
➤ Custer Country	15%

#### Montana Public Lands Visitation

- Visits to seven Montana National Parks increased by 6% from 2001 to 2006.
  - Glacier up 14%
  - Yellowstone up 4%

- Visits to Montana State Parks grew 38% from 2001 to 2006, from 1.34 million to 1.85 million.
  - Most of increase is residents: 70% of visitation in 2003; 79% in 2006 due in part to elimination of Montana resident day use fees.
  - Use of fishing access sites increased 2003 to 2006.
- Visits to the nine Montana National Forests exceed 9 million annually.

### Montana Skiing Trends

#### Skier Visits (15 facilities reporting):

- Overall increase of 9% from 1998-99 season to 2005-06 season.
- 2005-06 season had most skier visits in Montana history: attributed to good snow year, increase of resident skiing and snowboarding, and targeted promotions to Minneapolis market.

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## **TOURISM CHALLENGES AND OPPORTUNITIES AS IDENTIFIED IN THE INDUSTRY-WIDE *TOURISM & RECREATION STRATEGIC PLAN 2008-2012***

### Challenges:

- Promotion:
  - Increasing competition
    - number of vacation choices, promotion budgets (Montana is currently ranked 30<sup>th</sup> in state advertising budgets as of FY07)
  - Montana's distance from large population centers
  - Canadian exchange rate
  - Lack of information about groups booked
  - Lack of traveler awareness
  - Misperceptions (melting glaciers, fires)
  - Year-round marketing (weather)
- Product:
  - Inadequate services
  - Off-peak season closures
  - Transportation
  - Infrastructure/facility funding
  - Land access
  - Growth management: character
- Partnerships:
  - Federal budgets, policies
  - Workforce availability and skills
  - Transportation services (transit)
  - Ability to preserve community amenities

- Competition among MT industry
- Inability to pursue common vision

#### Opportunities:

- Promotion:
  - Positive image (scenery, safe, friendly)
  - Consistent messaging is powerful
  - Variety of products to promote
    - Great niche targets
  - Leverage private and public \$\$
  - Room for growth (40% below capacity)
  - Measuring tools are available
- Product:
  - Development of niche products
  - Retain unique character of Montana
    - “Last Best Place”
  - Investments in new services, amenities
  - Off-peak season services – year-round jobs
  - Benefits to Montanans’ quality of life
- Partnerships:
  - Competition from other destinations focuses energy on common strategies
  - Decline in public funding fosters creative thinking to leverage dollars
  - Legacy of tribal/non-tribal relationships from L&C: better understanding, support
  - Collaboration between private-public nonprofit-tribal organizations

Sources: University of Montana - Institute for Tourism and Recreation Research; Montana Tourism & Recreation Strategic Plan 2008-2012; Smith Travel Research; State of the Airline Industry Presentation by Brian Sprenger, Gallatin Field

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## TOURISM ECONOMICS

*The economic vitality of the state depends on tourism. With the new money that tourism brings into the state, Montana's Main Street businesses prosper.*

### Tourism Economic Impacts and Expenditures

2006 Economic Impacts	Direct	Indirect	Induced	Combined
Industry Output	\$2,864,000,000	\$627,600,000	\$536,300,000	\$4,027,900,000
Employment Contribution (# of jobs)	36,500	5,480	6,600	48,580
Employee Income	\$643,900,000	\$127,000,000	\$146,900,000	\$917,800,000
Proprietors' Income	\$103,000,000	\$38,400,000	\$30,100,000	\$171,500,000
State & Local Taxes	\$163,500,000	\$31,600,000	\$34,600,000	\$229,700,000

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**Definitions:** Direct impacts result from nonresident traveler purchases of goods and services; Indirect impacts result from purchases made by travel-related businesses; and Induced impacts result from purchases by those employed in travel-related occupations.

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### 2006 Direct Expenditures

Expenditure Category	Average Daily per Group <sup>1*</sup> (group size= 2.45)	Allocation by Category	Total Expenditures**
Gasoline, Oil	\$41.20	28%	\$817,700,000
Restaurant, Bar	\$31.65	21%	\$619,800,000
Retail Sales	\$23.53	16%	\$458,700,000
Hotel, B&B, etc.	\$14.05	9%	\$272,500,000
Groceries, Snacks	\$12.46	8%	\$246,200,000
Auto Rental and Repairs	\$ 7.16	5%	\$137,100,000
Outfitter, Guide	\$ 6.41	4%	\$125,700,000
Transportation Fares	\$ 3.26	2%	\$58,700,000
Licenses, Entrance Fees	\$ 2.89	2%	\$59,400,000
Misc. Services	\$ 2.29	1%	\$42,000,000
Campground, RV Park	\$ 2.12	2%	\$47,200,000
Gambling	\$ 1.57	1%	\$29,100,000
<b>Total</b>	<b>\$148.59</b>	<b>100%</b>	<b>\$2,914,100,000</b>

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<sup>1</sup> Reflects average expenditure distribution over all visitor groups, regardless of how many actual groups spent money in any particular category.

\*Based on total year expenditures.

\*\*Based on totaled quarterly expenditures.

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Source: University of Montana - Institute for Tourism and Recreation Research

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### 1996-2006 Nonresident Expenditure Trends

Nonresident Expenditure Trends	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005*	2006
Total Actual Expenditures (in millions)	\$1,389	\$1,450	\$1,537	\$1,596	\$1,656	\$1,719	\$1,800	\$1,874	\$1,958	\$2,755	\$2,914
% Change from Previous Year	2.3%	4.4%	6.0%	3.8%	3.8%	3.8%	4.7%	4.1%	4.5%	NA	5.8%
% Change from 1995	2.3%	6.8%	13.2%	17.5%	21.9%	26.6%	32.5%	38.0%	44.2%	NA	NA
Total Inflation-adjusted Expenditures (in millions of 2006 dollars <sup>1</sup> )	\$1,785	\$1,821	\$1,901	\$1,931	\$1,939	\$1,957	\$2,017	\$2,053	\$2,090	\$2,844	\$2,914
% Change from Previous Year	-0.6%	2.0%	4.4%	1.6%	0.4%	0.9%	3.1%	1.8%	1.8%	NA	2.5%
% Change from 1995	-0.6%	1.4%	5.8%	7.5%	8.0%	9.0%	12.3%	14.3%	16.4%	NA	NA

### 1996-2006 Nonresident Visitation Trends

Nonresident Visitation Trends	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Nonresident Visitors (in thousands)	8,696	8,889	9,280	9,428	9,465	9,552	9,767	9,670	9,800	10,126	10,378
% Change from Previous Year	-0.9%	2.2%	4.4%	1.6%	0.4%	0.9%	2.3%	-1.0%	1.3%	3.3%	2.5%
% Change from 1995	-0.9%	1.3%	5.8%	7.5%	7.9%	8.9%	11.3%	10.2%	11.7%	15.4%	18.3%
Nonresident Travel Groups (in thousands, 2.45 people per group)	3,597	3,677	3,839	3,900	3,916	3,931	4,009	4,177	4,241	4,129	4,236
% Change from Previous Year	-0.9%	2.2%	4.4%	1.6%	0.4%	0.4%	2.0%	4.2%	1.5%	-2.6%	2.6%
% Change from 1995	-0.9%	1.4%	5.8%	7.5%	7.9%	8.4%	10.5%	15.1%	16.9%	13.8%	16.8%

Source: University of Montana - Institute for Tourism and Recreation Research  
**2006 Montana Nonresident Quarterly Travel Comparisons**

	Quarter 1 (Jan-Mar)	Quarter 2 (Apr-Jun)	Quarter 3 (Jul-Sep)	Quarter 4 (Oct-Dec)	Year Total (2006)
<b>Visitation &amp; Length of Stay</b>					
Nonresident Visitors	1,344,000	2,676,000	4,844,000	1,514,000	10,378,000
% of Total	13%	26%	47%	15%	100%
Nonresident Travel Groups	579,000	1,118,000	1,822,000	717,000	4,236,000
% of Total	14%	26%	43%	17%	100%
Group Size (people per group)	2.32	2.39	2.66	2.11	2.45
Length of Stay (nights)	4.44	4.47	5.02	3.93	4.56

	Quarter 1 (Jan-Mar)	Quarter 2 (Apr-Jun)	Quarter 3 (Jul-Sep)	Quarter 4 (Oct-Dec)	Year Total (2006)
<b>Expenditure Category (Average Daily per Group)<sup>1</sup></b>					
Gasoline, Oil	\$34.32	\$40.41	\$44.48	\$42.84	\$41.20
Restaurant, Bar	\$34.65	\$32.34	\$32.00	\$27.13	\$31.65
Retail Sales	\$24.31	\$23.62	\$23.30	\$23.08	\$23.53
Hotel, B&B, etc.	\$14.36	\$12.14	\$14.72	\$14.31	\$14.05
Groceries, Snacks	\$11.69	\$13.18	\$12.94	\$11.33	\$12.46
Auto/RV Rental and Repairs	\$6.87	\$7.78	\$6.21	\$8.45	\$7.16
Outfitter, Guide	\$4.38	\$3.48	\$7.42	\$10.38	\$6.41
Transportation Fares	\$4.62	\$3.33	\$1.99	\$4.25	\$3.26
Licenses, Entrance Fees	\$2.13	\$2.69	\$3.68	\$2.43	\$2.89
Misc. Services	\$4.14	\$2.91	\$1.47	\$1.19	\$2.29
Campground, RV Park	\$0.42	\$2.70	\$3.36	\$0.67	\$2.12
Gambling	\$1.65	\$1.83	\$1.08	\$2.07	\$1.57
<b>Total Average Daily per Group</b>	<b>\$143.54</b>	<b>\$146.42</b>	<b>\$152.64</b>	<b>\$148.14</b>	<b>\$148.59</b>
<b>Total Expenditures</b>	<b>\$368,700,000</b>	<b>\$731,700,000</b>	<b>\$1,396,100,000</b>	<b>\$417,600,000</b>	<b>\$2,914,100,000</b>
% of Total	13%	25%	48%	14%	100%

<sup>1</sup> Reflects average expenditure distribution over all visitor groups, regardless of how many actual groups spent money in any particular category.

Source: University of Montana – Institute for Tourism and Recreation Research

## Nonresident Visitor Profiles

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### Primary Attractions for Vacationers

Yellowstone National Park	27%
Glacier National Park	18%
Mountains/Forests	16%
Open Space/Uncrowded Areas	13%
Wildlife/Fish	8%
Family/Friends	5%

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### Top Activities for Vacationers

Driving for Pleasure	62%
Wildlife Watching	59%
Day Hiking	39%
Recreational Shopping	36%
Picnicking	34%
Visit Historic Sites	32%
Visiting Lewis & Clark Sites	22%
Nature Study	21%
Visiting Museums	21%
Camping (developed)	19%
Fishing	19%
Visiting Native American sites	17%

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### Top Sites Visited by Vacationers

Yellowstone National Park	55%
Glacier National Park	33%
Little Bighorn Battlefield	13%
Other Montana State Parks	11%
Virginia City/Nevada City	10%
Flathead Lake State Parks	8%

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### All Travelers Place of Residence

Washington	12%
Idaho	10%
Wyoming	8%
Canada	8%
California	7%
North Dakota/Utah	5%
Colorado/Minnesota	4%
Oregon/Texas	3%
AZ/FL/IL/MI/SD/WI	2%
Overseas	2%

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Source: University of Montana - Institute for Tourism and Recreation Research – Niche News 2005 Vacationers Characteristics; 2005 Nonresident Visitor Profile

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## **TRAVEL MONTANA**

The Montana Department of Commerce's division of tourism, Travel Montana, strives to lead the state's tourism industry in enhancing the state economy and preserving a sense of place for Montanans. Our aim is to accomplish this by promoting Montana as a travel destination, supporting meaningful growth while preserving our cultural treasures and increasing related revenues through our tourism promotion and development efforts.

Travel Montana's programs which assist in accomplishing these goals include:

- Consumer Marketing
- Electronic Marketing
- Overseas Marketing
- Group Marketing
- Meetings and Conventions Marketing
- Public Relations
- Publications
- Tourism Development and Education
- Industry Services
- Montana Film Office

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# TRAVEL MONTANA PROGRAMS

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## CONSUMER MARKETING

### Overview

The Consumer Marketing program is responsible for promoting the state as a vacation destination to domestic travelers, ensuring that the significant economic benefit from out-of-state visitors continues to grow. The program develops marketing campaigns and promotions that define the state's unique attributes and set it apart from competing destinations. Campaigns are designed to create awareness for Montana, generate an interest in visiting and influence travel intention.

### Goals

- Use paid advertising and promotions to increase consumer awareness of Montana as a travel destination.
- Implement a Montana branding initiative to ensure and encourage marketing consistency across numerous platforms. The brand will create a unique and distinctive image of Montana as a must-see travel destination.
- Increase consumer inquiries about travel to Montana.
- Increase the number of inquiries which are converting to actual visitors
- Increase shoulder season (spring, fall, and winter) visitation across the state.

### Actionable Objectives

- Generate 180,000 general inquiries. (This represents a 40% increase over FY06 inquiries.)
  - Ongoing
    - In the middle of FY08 warm season campaign (biggest lead generating campaign), so we are far from a final tally of inquiries. Unable to pull a YTD figure due to VISITS server being down.
- Generate 300,000 web inquiries. (This represents a 50% increase over FY06 levels.)
  - Ongoing
    - In the middle of FY08 warm season campaign (biggest lead generating campaign), so we are far from a final tally of inquiries. Unable to pull a YTD figure due to VISITS server being down.
- Leverage approximately \$4 million in Travel Montana advertising placement funds into at least \$10 million in media value (generating \$2.50 in media value for every \$1 spent).
  - Ongoing
    - Mercury is currently working on pulling together added value and in-kind figures from the FY08 campaigns. Last media buy was approved less than a month ago, so these numbers should be pretty concrete once calculated.
- Maintain summer season visitation (4,844,000 visitors in the 3<sup>rd</sup> quarter of 2006), while increasing shoulder season visitation by 5%.
  - Ongoing
    - ITRR has not yet released quarterly visitation numbers from 2007; Chrissy Oschell reports that they are putting the finishing touches on them this week & they will be distributed at the June TAC.
- Increase vacation travelers 7% by 2010 by developing more meaningful Montana connections with consumers.
  - Ongoing
    - This figure can only be measured with the every-5-years non-resident study—due up in 2010.
- Unify seasonal campaigns visually and strategically to increase awareness and longevity of message.
  - Completed
    - Thanks to consolidation of two ad agencies into one, efforts of various TM staff, and the Look & Feel/Publications Template Book developed by Mercury with the direction of Bev & Katy, we have achieved visual unity and consistency. Strategic unity has improved, and will improve even more so as TM goes into its second year with a single ad agency.

- Continue presence in the Minneapolis/St. Paul and Seattle key markets.
  - Ongoing
    - TM marketing campaigns hit MSP and SEA in Winter FY08. We would like to cultivate some warm season promotions in each market, but want to be assured of a strong retail partner (Orvis does not have a store in MSP; did not want to push Bellevue, WA store this year) AND would like to have some baseline awareness research in Seattle before investing significant money (making sure it's money well spent; that the market potential hasn't been saturated, etc.).
- Integrate the Publicity program and the consumer marketing program to identify strategies to achieve a greater media coverage and ROI for campaign(s).
  - Ongoing
    - No major buzzworthy campaigns for FY08 (such as FY07's WYOMM), though Publicity is aware of marketing efforts and ties in when/where appropriate. Future campaign planning could better utilize Publicity feedback/resources.
- Identify areas of campaigns that can crossover with or include International, Meetings/Group Tours, Publications, and Tourism Development programs.
  - Ongoing
    - Consistent look & feel applied to all programs; similar creative theme applied across programs. Reuse of photos, copy, and other content has allowed cost savings in general.
- Increase opportunities (specifically print, web, and events) for collaboration with in-state tourism regions, CVBs and private businesses to leverage funds for higher impact promotions.
  - Ongoing
    - Print co-ops remain steady and predictable; tremendous growth seen in web co-op participation and in the breadth of web co-op offerings. TM is offering more targeted, more rich content in a variety of travel and lifestyle media vehicles. Web co-op participation accounts for approx 13% of total spend vs 6% of print buy. Look to see more event co-op offerings, eROI eblast opportunities, etc. in future.
- Implement a Montana branding initiative, with other state/regional/local stakeholders to achieve buy-in, so that the Montana brand is applied consistently across public and private marketing efforts.
  - Ongoing
    - This project really has three phases. Phase 1: Uncovering the brand & development of brand platform; Phase 2: Brand Education; and Phase 3: Brand Implementation. We completed Phase 1 in FY08. Plan to launch Phase 2 (with ongoing support) in FY09. Phase 3 will launch industry-wide in FY10 with ongoing support.
- Continue to develop mutually beneficial partnerships that allow Travel Montana and public, private, and non-profit partners to leverage each other's resources, align missions, and trade brand equity to connect with new, receptive audiences.
  - Ongoing
    - Success in establishing nationwide Orvis partnership. Also exploring partnership with NPCA and supporting MIKA/MALT in-state partnership. Continue to cultivate REI and TNF.
- Expand target audience definitions to include more psychographic and lifestyle characteristics in addition to demographic characteristics.
  - Completed
    - While we'll always continue to examine our target audience and fine tune our data, we've made huge strides here. We've not only narrowed our focus to a geotourist-type visitor, but we've conducted research (through the brand project) that further segments Montana's target audience. This data is allowing us to paint a very detailed picture of the MT target audience. Part of the brand guidebook will be 3-4 "target characters"—essentially, we're giving personalities to the demographics & psychographics we have for our audience to help better illustrate the people we're targeting our message to. This will allow us to get away from the somewhat confusing term of "geotourist" and towards descriptions people (staff, industry folks, media, residents, legislators) can better understand and relate to.
- Target niche markets with customized campaigns/itineraries to build shoulder season visitation; continue/explore markets such as: skiers/snowboarders, winter fishing, birding/wildlife enthusiasts, historical/cultural, bicyclists, etc.
  - Ongoing
    - We continued winter marketing efforts, and invested in media placements with customized messages to appeal to certain niches (i.e. our 5pg special co-op section in Audubon that focused on wildlife). By

working with the e-marketing dept, we also selected some popular areas of interest on the website in need of more content: Rodeos, Restaurants, and Farmer's Markets/Ag Tours.

- Work with Publicity and E-Marketing to develop a regular consumer e-newsletter and enhance interactive website offerings (like streaming video/podcasts).
  - Ongoing
    - We have selected a vendor to provide email CRM services (eROI). We are in the process of selecting the appropriate leads for database cleaning, email matching, and subsequent data append campaign. Will continue to work with e-marketing and Mercury to develop a email marketing strategy, tracking system, and co-op policy.
- Measure and analyze results from each campaign component and report results.
  - Ongoing
    - Need to rework inquiry report template; VISITS template does not currently deliver info the way it's needed and system is unpredictable. Working with e-marketing, admin, and operations staff to develop web analytics template. Working with e-marketing to track results of eROI eblasts and implement campaign-specific landing pages and content page reroutes.

### **Partnership Opportunities**

- Print
  - Newspaper insert with Madden Preprint Media
  - Magazine sections
  - Direct mail
- Web
  - HTML email blasts to targeted purchased lists
  - E-newsletter sponsorships with proven partners/websites
- Events
  - Skimt.com winter road show- Seattle & Minneapolis
  - Other events TBD

### **Calendar**

#### **July 2007**

- July 1: Winter magazine co-ops (*tentative*)

#### **August 2007**

- August 1: Winter web co-ops (*tentative*)
- August 1: Winter event co-op (*tentative*)
- August 15-17: ESTO, Phoenix, AZ

#### **October 2007**

- October 1: Warm season magazine co-ops (*tentative*)
- TAC Meeting
- October 22-24: TIA Marketing Outlook, Charlotte, NC
- TBD: Winter promotional event

#### **December 2007**

- December 1: Warm season web co-ops (*tentative*)

#### **February 2008**

- February 1: Warm season event co-op (*tentative*)
- TAC Meeting

#### **March 2008**

- TBD: Partners Annual Marketing Plan Meeting (TM, TAC, Regions, CVBs, other state agencies):

June 2008

- TAC Meeting
  - TBD: Warm season promotional event
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# ELECTRONIC MARKETING

## Overview

The eMarketing Department has developed 12 consumer websites and they host another 14 sites for its marketing partners. In 2006 those sites received nearly 11 million visitors. The foundation of Travel Montana's electronic marketing program is the "Tourism" database. This is an extensive database of tourism related information from resorts to rodeos. This information is made available through a number of print and electronic services, such as the Internet. This cost-effective method of disseminating travel information gives consumers the ability to obtain comprehensive Montana travel information "instantly" from anywhere in the world. Free listings combined with high traffic offer Montana businesses an excellent vehicle for no cost marketing.

## Goals

- Increase visitation to Montana by increasing visitation to our primary consumer Web sites. This will be achieved by enhancing usability and the user experience.
- Increase other Internet based promotions including generating qualified opt-in email leads.
- Enhance Travel Montana's e-marketing systems infrastructure and architecture.  
Provide technical assistance to Montana's tourism partners to enhance their e-marketing efforts.

## Actionable Objectives

- Reach more potential visitors by increasing visitation to Travel Montana's primary consumer websites by 30%, from approximately 11 million to 14 million user sessions.
  - Our sites had 13 million visitors for the period Jan 1, 2007 to Dec 31, 2007 so traffic is up. (However should note that the reporting periods differ as the marketing plan matches our fiscal year.)
- Increase qualified opt-in email leads, from Travel Montana websites and other promotions, to 10,000.
  - I can't verify the leads as we are still in the process of implementing eROI. However if we interpret the goal as implementing the program (eROI) this year and generating the leads next year, we successfully completed this goal.
- Add database field to allow searching by geographical areas. (For example, much like the Lewis and Clark corridors that are searchable by geographical areas such as Bob Marshall, Flathead Lake, Bitterroot Valley, Glacier, Fort Peck Lake and pull up all of the accommodations, services and events in the "area". This will include a mapping feature to bring up the same within a 20 mile radius.)
  - This action item has not been completed. We are in the process of redesigning visitmt.com and this will eventually be integrated in to the redesign but it will not be completed this year.
- Enhance mapping component of primary sites. Use Yahoo, Google or other dynamic mapping component to provide pinpoint locations and driving directions.
  - The mapping component is partially finished. Developed a requirements document for when we solicit proposals for the project and the project has been included in the departments IT Strategic Plan. Expect this project will be completed in the next fiscal year.
- Add at least two niche sections, of the eight identified below, to VisitMT.com and other relevant sites.
  - Motorcycle Rally
  - Rodeo
  - Other sports opportunities (competitive sports)- hockey, minor league baseball, college football, other/regional
  - Microbreweries
  - Dining/Restaurants
  - Farmers Markets/Ag
  - Arts & Culture

- Dinosaurus
    - This action item is nearly complete. We have worked with Mercury to produce niche sections on Rodeo, Restaurants & Dining and Farmer's Markets and Ag Tours. We have also partnered with NewWest.net to create a section on Montana microbreweries.
- Video Podcasts for download/Add streaming video content.
  - This year we added video podcasts on every ski area page. Currently we are working with Mercury to develop "driving tour" podcasts and "a day in the life" podcasts. We are also in the production phase of developing a video podcast companion to the microbrew niche section.
- Enhanced user downloads- backgrounds, photos.
  - We are still working on new user downloads. The video podcasts will enhance visitmt.com. We have updated the photographers section and added new pages for the Crown of the Continent, the National Folk Festival and Montana Birding Trails.
- Share Your Montana Experience with photo sharing. Provide a place for personal testimonies and itineraries.
  - This Web application has been written and is ready for deployment. At the current time we are not using it on any of our sites.
- Develop "Montana Members Club" or something similar to offer special deals and discounts.
  - This action item has not been completed. We did meet with all of the ski areas and suggested they take advantage of this Web application on skimt.com.
- Provide a rotating current event display on the homepage of VisitMT.com. Events will be in random order and will feature large and small events.
  - We have developed the code and tested this Web application but it has not been deployed. It will be rolled out with the new site design.
- Continue to promote Montana on appropriate Web 2.0 sites such as My Space.
  - We have posted all of our video podcasts on YouTube and we monitor its activity.
- Develop an awareness campaign to feature new eMarketing services available from Travel Montana to the state's tourism industry, Regions, CVBs and Chambers. Introduce new and enhanced listings for tourism services, sites and events. Awareness strategies will include attending regional meetings and an enhanced presence at the Governor's Conference.
  - We have done a number of things to reach out to our marketing partners this year. We have developed an "Enhance Your Listing" handout to be distributed at the Governor's Conference. IT Staff did three road trips to meet with approximately half of the ski area owners and attended the MSAA fall meeting. We had planned on attending at least one of each Regions board meetings but the travel restrictions imposed on us, in the fall of 2007, meant we had to cut back severely on our in state travel.
- Make email opt-in check box more visible on VisitMT.com and other sites. Offer incentives to provide a confirmed opt-in email address to Travel Montana.
  - This is directly related to the eROI initiative. We are currently in discussions about the opt-in form. Planning to have this issue resolved by fall 08.
- Develop new strategies to increase opt-in email lead list. Gather names from sweepstakes and other promotions - one example might be a quarterly newsletter.
  - This is directly related to the eROI initiative also. Working with Consumer Marketing to develop strategies to capture names. Planning to have this issue resolved by fall 08.
- Rewrite TAO- the application used to enter data into our Oracle "Tourism" database. Convert the application to .NET or other appropriate application. Develop enhanced listings. (For example- allow properties to upload streaming video on their listing) Make application viable for the next 10 years.
  - The TAO application was updated in 2007. It was decided, at the time of completion, that the application was adequate and could serve us "as is" for a few more years. So the project was postponed for two years. It is currently in our IT Strategic plan.
- Give Montana's marketing partners more hosting options and platforms.
  - A Linux server will be in production by the end of FY 07 to allow us to host PHP programmed sites. We are picking up two more sites and one requires Linux.

### **Partnership Opportunities**

- Partnering with Montana's Regions, CVBs and Chambers to develop "geographical areas" for search

- Partnering with Montana's Regions, CVBs and Chambers to develop more niche sections for Travel Montana' sites.
- Partnering with Montana's Regions, CVBs and Chambers to develop discounts and special offers.
- Work with Montana's marketing partners to discover, develop and deploy enhanced hosting options.

### **Calendar**

#### **July-September 2007**

- Geographical searches
- Enhanced user downloads
- "Share Your Montana Experience" blog

#### **October-December 2007**

- Enhanced Mapping Component
- Montana Members Club
- eMarketing Marketing Plan

#### **January-March 2008**

- Add niche sections to websites
- Rotating events on homepage
- Linux server

#### **April-June 2008**

- Add video podcasts
  - Web 2.0 promotions
  - TAO rewrite
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## OVERSEAS MARKETING

### Overview

Travel Montana aggressively promotes Montana as a vacation destination to the international travel trade – including tour operators, tour wholesalers (receptive tour operators), travel agents and media, with a particular focus on Germany, the UK, France, Belgium, the Netherlands, Italy, Japan, Taiwan, Sweden and Denmark. The goal of this program is to increase the number of overseas visitors and overnights, as well as to increase the inclusion of Montana tourism product in tour operator's brochures.

### Goals

- Further develop and foster positive relationships with overseas tour operators and USA based receptive tour operators.
- Increase the number of international visitors to Montana from current and new markets.
- Research methods of tracking actual overnight of international visitors per year.
- Provide technical assistance to Montana partners on international marketing.
- Enhance and maintain product knowledge of Montana facilities, attractions and events.

### Actionable Objectives

- Attend trade shows to meet with tour operators and media to promote Montana as a vacation destination and encourage the inclusion of more tourism product in tour company brochures; follow up with the latest information on Montana such as Vacation Planners, etc.
  - Have attended World Travel Market, VISIT USA Showcase, Go West Summit, ITB, Paris Mission. The ITB and Paris leads are posted online. Attended RMI Roundup in April and PowWow in June.
- Distribute the trade show leads to Montana suppliers for follow-up, and have all leads available on the intranet site.
  - All shows listed above are on the intranet site and have been distributed to suppliers via email (except PowWow).
- Increase overseas visitation to Montana from the reported 3% to 4% (ITRR sampling) to 5%.
  - Will not complete until end of the fiscal year.
- Increase the number of Montana overnights offered ("product on the shelf") in the RMI TRIP report from 6% to 8%.
  - We had a 10% increase from 2006 to 2007; 2007 to 2008 results will be available in early 2009.
- Add one new international market such as Australia.
  - An Australian mission was conducted in late February with RMI and the states of WY and ND.
- Develop a measurement tool to calculate the actual number of overnights booked in MT per overseas market.
  - To complete by end of FY08
- Include an international marketing session at annual Governor's Conference.
  - Our Taiwan and Japan office will conduct a session on April 17, to be repeated in the afternoon. A brief update on the European market will also be given.
- Conduct a direct mail campaign for tour operators by sending an in-house quarterly newsletter which highlights new Montana product as well as offering suggested itineraries or new/unique attractions and destinations.
  - To be completed by May 2008.
- Organize and conduct the RMI Mega-fam in partnership with Idaho to educate tour operators from Montana's target market on Montana tourism product. Conduct other familiarization tours as needed or on an as-requested basis.
  - A successful Mega-fam was conducted in late Sept. 2007 with Idaho. A ski fam was conducted in Feb. 2008 with German tour operators and a post roundup fam to MT in April.

- Track results via the RMI Annual Marketing and TRIP report and via information/samplings through ITRR if funding is available.
  - The RMI Annual Report lists Montana as up 10% in 2007 over 2006 in the number of products on the shelf listed in tour operator brochures in our six European markets.
- Work with TM Administrator to secure additional funding for General Service Agent (GSA) fees, travel and mailing costs for Australian market.
  - The Australian mission took place in Feb. 2008 with appropriations secured.
- Investigate cooperative opportunities with partners such as CVBs, Regions or Montana tourism suppliers to supplement the costs.
  - Have worked with all the above to secure lodging, activities and meals for fam tours.
- Present information and updates on international market at TAC meetings and to Regions and CVBs as needed.
  - Pam has been unable to attend TAC meetings this year due to travel conflicts but may be able to attend in Oct. 2008 depending on when the Mega fam occurs.
- In April 2008 prepare list of lodging facilities, attractions, etc. for sight visits in June; report findings back to tour operators, etc. for their consideration for inclusion in their Montana tour products. Also report to TM staff, CVBs and Regions as appropriate.
  - Will be completed in late April for inspections this summer.
- Continue to research methods of tracking actual overnight of international visitors per year.
  - Will try to develop survey by end of fiscal year.

### **Partnership Opportunities**

- Work with the CVBs, Regions and private sector to conduct international marketing training sessions (goal is 3 sessions for FY08) throughout the year.
- Partner with Montana tourism suppliers on the promotion of their product through attendance at trade shows.
- Partner with Montana tourism suppliers on the promotion of their product through participation in fam tours.

### **Calendar**

#### **September 2007**

- September 23 – October 2: RMI Mega-fam in cooperation with ID, MT suppliers, CVBs and regions

#### **October 2007**

- October 1-2: Continuation of RMI Mega-fam

#### **November 2007**

- November 9-16: World Travel Market trade show in London, UK in cooperation with RMI
- November 16-17: Visit USA Italy Showcase, Florence, Italy in cooperation with RMI

#### **January 2008**

- January 6-16: Scandinavian Mission including Sweden and Norway, in cooperation with RMI
- January 20-26: Go West Summit in Colorado Springs, CO

#### **February 2008**

- February 11-14: North American Journeys Tour Operator Summit in Los Angeles, CA
- February 16-23: Australian Mission in cooperation with RMI

#### **March 2008**

- March 5-9: ITB trade show in Berlin, Germany in cooperation with RMI
- TBD: Pre- or post-ITB sales calls and trainings in Paris, France in cooperation with RMI

#### **April 2008**

- TBD: RMI Summit Meeting followed by the RMI RoundUp in WY

- April 17-18: International seminar at Governor's Conference

May 2008

- TBD: Active America Travel Summit in MN (Kumamoto office attends for TM)
- May 31 – June 4: Attend TIA's International Pow Wow in Las Vegas, NV

June 2008

- Site visits to Montana tourism product
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## GROUP TRAVEL AND MEETINGS/CONVENTIONS

### Overview

The US/Canadian Group Travel and Meeting/Conventions programs are responsible for promoting Montana as a vacation and convention/meeting destination to tour operators, travel agents, travel journalists and meeting planners in the USA and Canada.

### Meetings/Conventions

#### Goals

- Build and maintain a positive image with prospective meeting and convention planners.
- Generate and distribute leads to the CVBs for convention facilities in their areas.
- Establish some research and baseline information for the number of meeting and convention bookings and economic impact.
- Establish measurement to increase convention attendee's stay in Montana by one night.

#### Actionable Objectives

- Increase inquiries to [www.montanameetings.com](http://www.montanameetings.com) by 5% over 2006.
  - 10 leads reported in 2006, 29 leads reported for 2007.
  - 2007 shows a 16% increase in visitor sessions over 2006.
- Increase to 5 the number of partners for the Trade Show Assistance Program.
  - Currently only one application has been submitted.
- Establish measurement for Joint Ventures advertising by number of leads generated and submitted Request For Proposals (RFPs) from meeting planners to Travel Montana via the [www.montanameetings.com](http://www.montanameetings.com).
  - 29 leads generated in 2007, and one RFP via phone.
- Provide joint ventures advertising placement opportunities in key trade publications.
  - For FY08 advertising in *Small Market Meetings* (June), *Association News* (Feb), *Smart Meetings* (June).
- Advertise on key internet meeting and convention sites, use value-added email blasts and banner advertising.
  - For FY08 banner advertisements on *Meetingsfocus.com* and *SmartMeetings.com*, as well as an *Association News* direct email.
- Continue the promotion and updates of [www.montanameetings.com](http://www.montanameetings.com).
  - Several new businesses have been added and ongoing updates.
- Continue the Invite-A-Convention Packets to promote to attendees to increase their stay in Montana while attending a convention.
  - To date for FY08 five different groups have requested the Invite A Convention letter.
- Establish tracking and reporting of results of advertising/promotion efforts.
  - Leads are entered into the database as they come in. Request for assistance from ITRR in convention research was voted down by TAC.
- Assist media in writing about the convention and meeting opportunities in Montana.
  - Five articles have been written in the publications we have advertised in.
- Identify opportunities to establish and nurture new relationships with planners and media to enhance Montana's image.
  - For the first time Travel Montana attended the TEAMS convention, a show geared towards the sports market.
- Partner with consumer marketing and publicity on appropriate projects.
  - Publicity has sent email blasts and generating fan interest for the National Folk Festival.

## **Partnership Opportunities**

### **Trade Show Assistance Program**

This program assists regions and CVBs in exploring new domestic markets by encouraging first-time exhibition at business to business meeting and convention trade shows outside of the state. It is not only for regions/CVBs new to trade show exhibition, but can also be useful for established regions/CVBs who are looking to exhibit at a show that they have never been to before. It is not intended for a region/CVB to use for a trade show at which it currently exhibits. The assistance comes in the form of a fifty (50%) percent reimbursement of qualified and approved expenses for trade show exhibition. The application can be found at: [www.travelmontana.state.mt.us/OURPROGRAMS/MeetingsConventions.asp](http://www.travelmontana.state.mt.us/OURPROGRAMS/MeetingsConventions.asp).

### **Advertising Joint Venture**

This program allows several cooperative placement opportunities with Travel Montana for potential partnerships with various tourism regions, CVBs and private sector in trade publications. Travel Montana reserves a full page ad then partners out three 1/6<sup>th</sup> page ads to potential partners. Possible trade publications include *Association News*, *Meetings West*, *Smart Meetings* and *Small Market Meetings*.

## **Calendar**

### **On-Going**

- TBD: Media buy for trade publications

## **Domestic Group Travel**

### **Goals**

- Build and maintain a positive image with prospective group tour planners.
- Create top of the mind awareness of Montana as a group tour destination.
- Convert inquiries into group tour bookings.
- Provide tour operators with the tools to build a successful Montana tour itinerary.
- Generate more awareness of statewide group tour product including Lewis and Clark Trail attractions, Glacier National Park and events of interest to the group tour market.
- Establish research to track group visitation and their economic impact to Montana.

### **Actionable Objectives**

- Advertising placement in key trade publications.
  - [NTA Courier](#) (December, February and June), [Leisure Group Travel](#) (November), [ABA Destination](#) (Nov/Dec, Jan/Feb), [Group Tour](#) (Winter 2007), [Packaged Travel Insider](#) (March/April).
- Attending industry events, National Tour Association Convention (NTA), American Bus Association Convention (ABA) and Tour Associated Partners (TAP) annual meeting.
  - [Completed, with 36 appointments at NTA, 33 appointments at ABA, 54 appointments at BankTravel and TBD at Tour Associated Partners annual meeting.](#)
- Sponsor refreshment booth at the NTA convention to gain Montana exposure and enhance awareness.
  - [The convention was in Kansas City, November 15-19<sup>th</sup> and we received great exposure and had 14 participating Montana sponsors.](#)
- Provide Group Tour Planning manual and continually update [www.montanagroups.com](http://www.montanagroups.com).
  - [Most leads generated from appointments and through the advertising have received the Group Tour Planning Guide. Some new attractions/businesses have been added to the website.](#)



- Increase inquiries to [www.montanagroups.com](http://www.montanagroups.com) by 5% over 2006.
  - 2007 saw an increase of visitor sessions by 30%.
- Conduct Familiarization tour opportunities to Montana to increase awareness of tour itinerary opportunities.
  - In August of 2007 a tour operator from Mayflower tours visited Montana and as a result will be increasing their Montana product, especially in the Glacier area.
- Distribute regular electronic updates and *Montana Calendar* to key tour operators.
  - Hope to start this new program by June.
- Establish evaluation method for advertising/promotion efforts.
  - 34 leads have been generated through advertising.
- Assist media in writing about the group travel opportunities in Montana.
  - Four stories have appeared in trade publications.
- Explore additional opportunities for joint venture advertising and co-op projects.
  - A meeting is scheduled on April 16<sup>th</sup> to brainstorm about other opportunities with NTA members.

### **Partnership Opportunities**

- Familiarization tour opportunities with regions/CVBs and Montana's industry partners.
- The opportunity to sponsor and participate in the refreshment booth during NTA.

### **Calendar**

#### **November 2007**

- November 2-6: NTA, , Kansas City, MO

#### **February 2008**

- February 2-7: ABA, Virginia Beach, VA
- February 14-16: BankTravel, Grapevine, TX

#### **June 2008**

- TBD: Tourism Alliance Partners

#### **On-Going**

- TBD: Media Buy for Trade Publications

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## PUBLIC RELATIONS / PHOTOGRAPHY

### Overview

Publicity is one of the most believable and effective types of exposure a travel destination can get. Coverage in key travel and news media markets can result in stories and programs that generate interest in Montana. The publicity / photography program works with various media outlets to facilitate this coverage and help spread the word about the latest and greatest reasons for visiting.

### Goals

- Generate continuous positive editorial placement within all travel media outlets (domestic and international), including newspapers, consumer publications, travel trade media, broadcast outlets and the Web.
- Strengthen and utilize the relationships with the state's six tourism regions, CVBs and tourism industry suppliers/partners to support and maintain fresh, cost-effective public relations strategies.
- Continue to build a digital image library that supports the needs of the media and is accessible by means of a searchable database.

### Actionable Objectives

- Generate at least \$12 million in ad equivalency.
  - \$16.4 million YTD, total
- Grow our media database by 10%, approximately 100 new entries, using both proactive (researching and developing relationships with appropriate media) and reactive (responding to media requests, thereby establishing relationships).
  - 65% complete, previously at 1350, currently at 1406 contacts
- Develop and present outreach programs for the regions/CVBs and their members to educate the audience on the value and importance of editorial placement and solicit their support for media efforts.
  - Presented at Regions/CVB November '07 meeting on Press Room, presented at TAC February '08 meeting on PRTrak publicity values program.
- Continue to build the image library, utilizing the support of the regions/CVBs, as well as businesses involved in providing tourism-related services.
  - This is an on-going project, with several hundred new images being added in to date.
- Grow the content of the newly established pressroom, to provide creative, current subject matter to the media, as well as providing an outlet for those involved in state tourism to get the word out on new offerings (events, activities, lodging, etc.) for the visitor.
  - The TM Press Room has been updated at least every other month this fiscal year. We have a significant refresh in the works currently. We opened the Press Room up to Region/CVB content recommendations in November '07.)
- Continue to develop creative and enticing direct mail campaigns to appropriate markets.
  - We have developed five e-blasts YTD (50% of goal). With new eROI capabilities, execution has been sped up and simplified. Mailed out in December '07 a winter-oriented swag mailing to key editors and travelwriters focused on winter sports; completed a mailing to entire media database of a new Vacation Planner and Calendar of Events.
- Work with the regions/CVBs to develop and implement group (minimum of 1 trip per region and CVB per year) and individual media tours, with the goal being to generate positive editorial placement.
  - We've coordinated individual press trips in all the regions, as well as collaborated on regional press trips in 2007. Currently, four regional press trips are in the works for summer 2008.

- With the support of the contracted PR agency – Mercury Advertising, conduct media missions or themed media events in key national markets (New York, Los Angeles, Denver/Boulder) to increase awareness of Montana's diverse travel product and to pitch targeted story placement.
  - Assisted with Crown of the Continent launch in Washington, DC in March '08: edited press release, media advisory and talking points, developing greater-DC travel media target list, developed regional media target list, doing out reach, follow up calls to solicit coverage.
- Participate in trade / travel shows with a record of strong media attendance to develop new media connections, such as the 2007 Adventure Travel World Summit.
  - Mike attended both the Adventure Travel Tradeshow in October '07 as well as Outdoor Industry Tradeshow in August '07 and January '08. Donnie participated in the Society of American Travelwriters annual meeting in Manchester, England, October '07. Results with these venues include solidifying existing relationships and forging new contacts/friendships with key, national journalists & editors.
- Support photo workshops (through logistical support and itinerary development) as a means of reaching the visitor interested in this niche market. Currently supporting the Friends of Arizona Highways photo workshop and the Mentor Series Montana Photo Trek.
  - Designed and supported the Mentor Series photo trek in Yellowstone Park area in September '07; working on Mentor Series photo trek for July '08 in Glacier Park area.
- Develop public relation strategies that integrate into consumer marketing campaigns, to help support and generate greater results from Montana's advertising efforts.
  - Developed advertorial copy for Audubon, Good Housekeeping and Madden Media. Co-presented with CMM (Katy P. at MSAA meeting) on integrated efforts & opportunities.
- Work in tandem with the Montana Dinosaur Trail, Hands of Harvest and Crown of the Continent, all Travel Montana supported programs, to facilitate positive coverage for these newsworthy entities.
  - Working with the National Folk Festival to draw media attention through email blasts, one-on-one contact with media in key markets, and developing a press trip centered around the event.

### **Partnership Opportunities**

Partner not only with regions/CVBs on hosted media visits, but also with individual businesses providing Montana products and guest services. Collaborate on itineraries and securing reduced or comped lodging, meals, and guided activities for media visits. Further educate these businesses on the value positive press coverage adds to their business, as a result of partnering with state efforts.

### **Calendar**

#### **July 2007**

- June 28-July 1: Trains and Trolleys press trip with Gold West Country
- July 23-27: Arizona Highways photo workshop, Glacier Park

#### **August 2007**

- August 9-12: Outdoor Retailer Trade/Media Show, Salt Lake City

#### **September 2007**

- September 7-12: Popular Photography Mentor Series photo trek, West Yellowstone

#### **October 2007**

- October 1-9: SATW annual meeting, Manchester, England
- October 4-7: 2007 Adventure Travel World Summit, Whistler, BC

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## PUBLIC INFORMATION

### Overview

This program develops outreach and public information programs to publicize Travel Montana's and the Montana tourism industry's initiatives and activities in order to educate and encourage community cooperation, support and understanding of the industry.

### Goals

- Expand tourism education and outreach into Montana's communities.
- Expand Travel Montana staff outreach regarding the assistance available through the division's marketing and technical resources.
- Develop resources to educate the public about Montana's tourism industry. (i.e. Intranet site, e-newsletters, fact sheets, etc.)

### Actionable Objectives

- Coordinate the attendance of a Travel Montana representative at one board meeting of each of the six regions at least once per year and at one board meeting of each of the eleven cvbs at least once per year in order to foster better communication between the state and our tourism partners and build awareness of Travel Montana programs.
  - Continuing work on scheduling dates with regions/cvbs and TM staff. Yellowstone Country: Jan. 8: Victor attended YC Board meeting and discussed GeoTourism & MapGuide Project. Custer Country: Apr. 17: Pam was scheduled to attend board meeting – presenting Tourism Speaks. Board meeting cancelled. In process of rescheduling. Missoula CVB: May 8: Betsy and Victor attending meeting. Betsy presenting Travel Montana overview and Victor presenting Strategic Plan. Billings CVB, Butte Chamber, Glacier Country and Missouri River Country: Have all indicated an interest in having TM speak at their board meetings this coming spring. Will be doing further follow-up with regions/cvbs on topics and with staff on availability for summer.
- Develop a *Tourism 101* presentation that can be used by Travel Montana as well as other partners in Montana's tourism industry to build public awareness of Travel Montana programs and to increase support, understanding and local cooperation for Montana's tourism industry.
  - Completed Tourism Speaks presentation in the fall of 07. Created a DVD version with a voice-over for use by Superhost, etc. in March '08. Working on revisions to this version for better clarity, etc.
  - Working on a revised Tourism 101 presentation about Travel Montana and our programs. Scheduled to be completed by the end of April 08.
- Work with representatives from the regions and cvbs to identify committees, councils and interested organizations within their communities who would benefit from a *Tourism 101* presentation. Give a *Tourism 101* presentation to at least one civic organization per region per year.
  - Have presented Tourism Speaks to approximately 400 people from September through March including: MACo, TAC, MIKA, MEDA, Helena Rotary Club, Economic Summit to High School Seniors, Ronan Chamber MSAE, and Havre Chamber - Tourism Committee. Scheduled for summer 08: Great Falls Rotary, Big Sky CVB. In addition, presentation has been given to TAC member Sandy Watts; she would like to present to various boards, etc. including Kiwanis, 3 local Chambers of Commerce, County Commissioners, Custer Country Board, MT School Boards Assn., MT Assn. of County Superintendents, Board of Regents, Campground Owners of MT, Rural Electric Cooperative, Farmer's Union Cooperative, and in local outfitting groups from the Big Horn River and Workampers. As well as Glacier Country – Racene Friede – worked with her to customize for various regions, counties & cvbs. She has presented to Ronan, Eureka and Mineral County Chambers in March as well. Interested and to-be scheduled includes contacts from MTTA,

Yellowstone Country, Missouri River Country and Dick Kodeski, BLM for orientation sessions and volunteers and park ranger staff.

- Work with the Travel Montana staff to maintain and update Travel Montana's Intranet website content.
  - Ongoing - In December '07 posted new Industry Fast Facts, Bed Tax Fast Facts and Updated Crisis Communication Action Plan and Crisis Contact List.
- Oversee the development, editing, and publication of the monthly Travel Montana e-newsletters, speaking points, Tourism Fast Fact Sheets and other related outreach materials.
  - Ongoing - Worked with IT to re-vamp e-Newsletter to make it more user-friendly and visually appealing. Developed new Bed Tax Fast Facts Sheet.
- Establish and maintain effective working relationships with media contacts to promote and cultivate media coverage of Montana and its tourism opportunities through press releases, interviews, etc.
  - Ongoing - Between June 07 and March 08- have conducted 18 newspaper interviews, 9 TV interviews and 5 radio interviews. (Sarah – 18, other TM staff – 13)
- Oversee crisis communication activities on behalf of Travel Montana and when applicable, assist partners with crisis communication.
  - Worked with partners in summer '07 on Fire/Drought Communications. Produced a daily Fire/Drought Update from June 29 – September 4, 2007. In December '07, updated Crisis Communication Action Plan and Crisis Contact List and posted to Intranet site.
- Assist in the coordination of the TM Marketing Plan in partnership with our advertising agency, industry partners, such as Regions and CVBs, and interested parties.
  - Participated in the Marketing Plan Partners meeting held in Fort Benton in Feb. 08. Gave a presentation on tourism trends.
- Attend industry conferences to keep abreast of tourism trends, initiatives and research.
  - Attended ESTO in August 07 and the Marketing Outlook Forum in October 07.

### **Partnership Opportunities**

- Work with Regions, CVBs and other industry partners to identify organizations that would benefit from public outreach sessions regarding tourism's impacts, benefits and opportunities.
- Provide outreach materials to industry partners such as tourism statistics, fact sheets, presentations, etc.

### **Calendar**

#### **August 2007**

- August 15-17: ESTO, Phoenix, AZ

#### **October 2007**

- October 22-24: TIA Marketing Outlook, Charlotte, NC

#### **May 2008**

- TBD: 25<sup>th</sup> Annual National Tourism Week

#### **On-Going**

- Produce monthly the Travel Montana Update e-newsletter
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## PUBLICATIONS

### Overview

Publications play an important role in the planning process of potential visitors. The guides provide accurate, colorful, and easy to read information about Montana's year-round recreational opportunities and attractions to visitors of all ages. They are often a potential visitor's first glimpse at what Montana has to offer and play an important part in the vacation planning process of travelers. This program develops advertising programs for the promotion of Montana businesses and works closely with tourism partners to coordinate marketing efforts. Publication distribution is through chambers, visitor centers, consumer shows, conventions, local businesses and direct mail from inquiries driven by the advertising.

### Goals

- Provide high quality fulfillment to consumer inquiries to convert interest into sale.
- Produce high quality printed and digital publications to increase visitor interest in Montana.
- Provide information in an easy to use format to encourage travel into all areas of the state and throughout all seasons.
- Work closely with other Travel Montana marketing campaigns to coordinate branding efforts.
- Continue to offer Montana businesses no- or low-cost advertising opportunities to promote their tourism product and services.
- Continue communication with all State and Federal agencies publishing consistent messages on public lands, regulations and permits.

### Actionable Objectives

- Continue to work closely with contracted ad agency, print vendors and freelance photographers to maintain high quality printed materials.
  - The publications would not be possible without the help of the contracted ad agency, printers and photographers. All current publications are proof of that. Here's a brief explanation of "how" it's accomplished:  
AD AGENCY—finalize job contract/budget/TM submits materials/production/proof/print.  
PRINT VENDOR—finalize job contract/proof/on-site print check/bindery/shipping.  
PHOTOGRAPHERS—photo call/photo submissions/review/select/send to ad agency/finalize purchase contract/payments.
- Coordinate printed materials with current marketing campaigns.
  - All of the current guides now have the same design elements as the marketing campaigns. We have developed a graphic style guide and a grammar/text style guide for all of TM to use and follow (if possible).
- Start redesign of Winter Guide in spring of 2008. By designing destination areas into the guide, Montana could promote alternative winter activities and areas throughout Montana.
  - Not met. Feedback from marketing ad agency, VICs and Call Center has shown that we should consider an all-inclusive guide eliminating the Calendar of Events brochures and the Winter Guide. I am in the process of doing a Vacation Planner usability study to help plan the future of our guides. The 2008-09 Winter Guide will follow the elements of the graphic style guide and will contain some new photos and updated copy but an overhaul of the guide into destination areas will not be done for this year. If the usability study shows that it is in our best interest to keep the guides separate, a new Winter Guide design into destination areas would be planned for 2009-10.
- Coordinate redesign of Kid's Brochure with finalized redesign of kid's website.
  - We are in the process of starting this brochure. It will not be finished by the end of FY 08.
- Continue to promote Made in Montana products in Vacation Planner.
  - The new Vacation Planner has a half page of text and photos promoting Made in Montana products.

- Reprint current Vacation Planner design for 2008-09 but begin planning of new creative for the 2009-2010 Vacation Planner with the possibility of a CD included in the Planner of audio podcasts for driving describing historic sites, landmarks and points of interest along selected highways.
  - New creative for the 2009-10 Vacation Planner will begin June 2008. The audio podcasts for the website are in the works but not ready for me to copy an assortment onto a CD for the 2009-10 Planner. I would still like to continue this objective over the next 1-2 years. The audio podcasts from our website describing scenic highways or Montana people (A Day in the Life of a Rodeo Clown/A Day in the Life of a Blackfeet Drumming Group/A Day in the Life of Potters at the Archie Bray Foundation), would be put onto a CD and glued into the Vacation Planner for fun/informative listening while driving in the car.

### **Partnership Opportunities**

Opportunities for affordable advertising to Montana businesses within some of the 2.5 million pieces of literature distributed each year, is an excellent way for businesses to reach the travel market.

- *Montana Vacation Planner*: Travel Montana's main response piece, this statewide travel services data book offers free listings and space available for advertising at reasonable fees. Space reservation deadline is generally August 1. Updated yearly. Distributed through direct mail, consumer shows, chamber offices, visitor information centers and local businesses. About 465,000 printed each year.
- *Montana Winter Guide*: Travel Montana's winter response piece provides comprehensive information on Montana's downhill ski areas, cross-country resorts and trail systems, snowmobile reference charts, snowcoach tours and winter accommodations. Most guide placements require the purchase of ad space. Space reservation deadline is generally April 28. Updated yearly. Distributed through direct mail, consumer shows, chamber offices, visitor information centers and local businesses. About 85,000 printed each year.
- *Montana Calendar of Events*: Free listings of major statewide events of interest to visitors. One calendar lists events occurring between April and October and the second covers October through April. Updated yearly. Limited space available so not all events are printed. Distributed through direct mail, consumer shows, chamber offices, visitor information centers and local businesses. About 300,000 summer calendars and 80,000 winter calendars are printed each year.

### **Calendar**

#### **Early-August 2007**

- Winter Guide and Winter Calendar of Events ready for distribution.
- Deadline for Vacation Planner ad space and surveys.

#### **Early-September 2007**

- Deadline for Vacation Planner advertising materials.

#### **Late-October 2007**

- Deadline for Summer Calendar surveys.

#### **Early-January 2008**

- Vacation Planner and Summer Calendar of Events ready for distribution.

#### **Late-April 2008**

- Deadline for Winter Guide ad space and materials.

#### **Mid-May 2008**

- Deadline for Winter Calendar surveys.

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## TOURISM DEVELOPMENT & EDUCATION

### Overview

This program provides financial, technical and marketing assistance for Montana tourism and recreation projects, programs, initiatives, products and services. The program's activities include financial grants for non-profit sponsors involved in developing or enhancing tourism-related facilities, events and Montana's cultural, heritage and nature tourism products. Technical assistance is provided to both public and private sector entities through education services including community, regional and statewide workshops, an annual Governor's Conference on Tourism and Recreation, a recurring statewide strategic planning process, the Montana Superhost customer service training program, and the coordination efforts of the Federal and State Agency Liaison. Marketing assistance is provided to Montana's communities and businesses through the Montana Visitor Information Center (VIC) program which provides financial and technical support to partner organizations in qualified gateway communities for VIC staffing and operations.

**Special Events Grant Program (SEGP)** - [This program was transferred to Travel Montana's Marketing Program](#)

### Goals

- Use Montana's tourism "bed tax" to leverage public and private sector investments in the creation or enhancement of annual, ongoing events that demonstrate the ability to serve as economic and community development tools for Montana.

### Actionable Objectives

- Using a competitive grant process, invest a portion of Montana's tourism "bed tax" funds into the creation or enhancement of annual, ongoing Montana events that demonstrate the ability to serve as an economic and community development tool.
  - [Accomplished to date:](#)
    - [Increased SEGP grant pool to \\$80,000 for 2008. Grant recipients:](#)
    - [Troy - Troy Fine Arts Council](#)  
[Event: Kooteani River Bluegrass Festival](#)  
[Estimated Project Cost: \\$21,610](#)  
[Grant Amount Requested: \\$10,000](#)  
[Grant Amount Awarded: \\$10,000](#)
    - [Harlowton - Harlowton Chamber of Commerce](#)  
[Event: Festival of the Wind](#)  
[Estimated Project Cost: \\$30,200](#)  
[Grant Amount Requested: \\$12,200](#)  
[Grant Amount Awarded: \\$12,200](#)
    - [Glendive - Image Productions, Inc.](#)  
[Event: Sweet Home Miss Montana Week](#)  
[Estimated Project Cost: \\$32,400](#)  
[Grant Amount Requested: \\$15,950](#)  
[Total Grant: \\$10,400](#)
    - [Fairfield - Fairfield Chamber of Commerce](#)  
[Event: Fairfield Days Gone By](#)  
[Estimated Project Cost: \\$7,600](#)  
[Grant Amount Requested: \\$2,850](#)  
[Grant Amount Awarded: \\$2,500](#)



- Missoula - Run Wild Missoula  
Event: Missoula Marathon  
Estimated Project Cost: \$189,250  
Grant Amount Requested: \$7,000  
Grant Amount Awarded: \$7,000
  - Kalispell - Glacier Symphony & Chorale  
Event: Festival Amadeus  
Estimated Project Cost: \$74,029  
Grant Amount Requested: \$17,915  
Grant Amount Awarded: \$10,900
  - Great Falls - Cascade County Historical Society  
Event: A Night at the Ozark  
Estimated Project Cost: \$23,000  
Grant Amount Requested: \$8,500  
Grant Amount Awarded: \$8,500
  - Total grant funding awarded: \$61,500.00
- Begin the planning process for conducting an Economic Impact Survey of at least one SEGP funded event using the Institute for Tourism & Recreation Research's new "Survey in a Box" tool.
  - Accomplished to date:
    - ITRR's "Survey in a Box" tool is only able to provide direct expenditure information. The Missoula Marathon, a 2008 SEGP recipient, conducted an ITRR direct expenditure survey in 2007. The results can be reviewed at [http://www.itrr.umt.edu/reports\\_mktecon.htm#EC](http://www.itrr.umt.edu/reports_mktecon.htm#EC).
- Work with the Tourism Advisory Council to ensure that SEGP meets the needs of community nonprofit organizations while fulfilling Travel Montana's mission and objective for the program.
  - Accomplished to date:
    - SEGP Guidelines, Overview and Application being re-written to fulfill the mission of the Promotion Division. First draft revisions of Guidelines and Overview sent to SEGP TAC committee in March 2008.
    - Met with TAC SEGP committee to review and update application in June 2008
    - Met with TAC SEGP committee to review and update application in June 2007

### **Partnership Opportunities**

- Public and private sector funding partners to assist in financing SEGP awarded projects.
- Promotion and publicity efforts to highlight SEGP funded events.

### **Tourism Infrastructure Investment Program (TIIP)**

#### **Goals**

- Use Montana's tourism "bed tax" to leverage public and private sector investments into the creation, enhancement and protection of tourism-related facilities that demonstrate the ability to increase Montana's attraction as a visitor destination and/or keep current visitors in Montana longer and encourage them to spend more money. Place special focus on preserving, enhancing and protecting Montana's cultural and heritage resources for the use and enjoyment of Montanans and our visitors.

#### **Actionable Objectives**

- Using a competitive grant process, invest a portion of Montana's tourism "bed tax" funds into "brick and mortar" projects that create, enhance or protect tourism-related facilities that demonstrate the ability to increase Montana's attraction as a visitor destination, keep visitors here longer and encourage them to spend more money.
  - In October 2007, 7 Grants were awarded investing \$286,000 in "bed tax" funds into tourism-related facilities across Montana. Grant funds were provided to projects in Chinook, Cooke City, Fort Belknap Reservation, Hobson, Malta, Rocky Boy Reservation, and Roundup.

- Leverage more than \$1 million in public and/or private sector funds in the projects awarded 2007 TIIP Grants.
  - The October 2007 TIIP Grant Investment of \$286,000 leveraged \$1.53 million in funds to help finance a total of \$1.8 million in tourism-related facility construction and enhancement.
- Survey all TIIP Grant Recipients regarding annual visitation numbers and trends to document number of visitors served by TIIP funded facilities as part of the program's Return on Investment information.
  - Will put the survey mechanism in place in Spring 2008 as many of the TIIP facilities gear up for the peak season. Will work with the facility organizations to begin collecting this information on a regular, annual basis.

### **Partnership Opportunities**

- Public and private sector funding partners to assist in financing TIIP grant projects.
- Promotion and publicity efforts to highlight TIIP funded facilities, their improvements, products and services.

### **Cultural Tourism**

#### **Goals**

- Assist communities, regions, non-profit organizations and other public entities in the development of Montana's cultural and heritage tourism products, services and networks by providing technical and financial support as well as facilitation and education services.

#### **Actionable Objectives**

- Provide "bed tax" funds for the production of at least 100,000 copies of the Montana Cultural Treasures booklet and support for the related website, a partnership project involving Lee Newspapers/The Missoulian, Montana Arts Council, Montana Historical Society, Montana Committee for the Humanities and Travel Montana. Travel Montana will also finance the statewide distribution of the booklet through a private sector distribution company.
  - Travel Montana's TD&E Program has budgeted \$20,000 for the production of the Montana Cultural Treasures brochure. Is working with Travel Montana's Industry Services program on a statewide distribution contract with Certified Folder Display, Inc. Brochure is being printed and should be available for distribution in April 2008.
- Provide technical and financial assistance for the creation, production and distribution of the Crown of the Continent Geotourism MapGuide, a partnership project involving the National Geographic Society's Center for Sustainable Destinations, National Parks Conservation Association Glacier Office, and various public and private sector entities in Montana, Alberta and British Columbia.
  - The TD&E Program coordinated a \$97,000 Montana "bed tax" investment supporting the design, layout, and printing of 85,000 copies of the Crown of the Continent Geotourism MapGuide. The program also worked with its Montana funding partners – Glacier, Russell & Gold West Countries, Flathead & Whitefish CVB – on a distribution plan. The Crown of the Continent MapGuide promotional launch will be implemented during the week of March 24<sup>th</sup> in Montana, Alberta, British Columbia and nationally at an event in Washington, D.C.
- Provide technical and financial assistance for 3-4 cultural and heritage tourism projects including:
  - Organizational development and ongoing promotion projects for the Montana Dinosaur Trail facility network;
    - May 2-4, 2008, Montana Dinosaur Trail meeting planned for Choteau; the meeting is being coordinated by Travel Montana and hosted by the Old Trail Museum and the Two Medicine Dinosaur Center.
    - Upgrade and updating of Montana Dinosaur Trail Web Portal has been planned and scheduled for completion by April 25, 2008.
    - Travel Montana coordinating reprint of MT Dino Trail brochure in Summer 2008.
  - Organization, product and promotional material development for the Copperway & Southwest Montana Heritage Trails;
    - TD&E has committed \$5,000 to assist the "Of Sage & Stone" Heritage Trails of SW Montana guidebook publication in FY 08 or FY 09.
    - Included Heritage Trails project in the agenda for the April 17-18, 2008, MT Governor's Conference on Tourism and Recreation.

- Organizational development and promotion for the Hands of Harvest: The Craft-Heritage Trails of North Central Montana member network.
  - Provided \$5,000 for the printing of the 2<sup>nd</sup> edition of the HOH guidebook.
  - Met with HOH Executive Committee in Fall 2007 to go over No & Low Cost Marketing Services offered by Travel Montana as well as offering to assist the trail program with educational and development training workshops.
- Provide financial and technical support for the Friends of the Beartooth All American Road organizational development, interpretation and promotion efforts through involvement with their Corridor Management Plan group meetings, conference calls and workgroup activities.
  - Provided \$2500 in matching funds for FBAAR work in completing their interpretive plan for the All American Road in FY 2008. Will renew that commitment in FY 09.
  - \$20,000 TIIP Grant awarded to the ShooFly Heritage Center in Cooke City which will be used as one of the visitor interpretive sites along the Beartooth Highway.
- Provide technical and financial assistance to support priority projects and activities of the Montana Tribal Tourism Alliance, an inter-tribal organization representing Montana's seven Indian Reservations working to promote culturally appropriate economic development through tourism. The specific projects to be pursued will be identified by MTTA and could include tourism training workshops, promotional events or materials, conferences or other tourism education activities.
  - Worked with MTTA Coordinator and Board of Directors to develop a contract to support both administrative services and project costs up to \$50,000 for FY 08. Contract should be signed by April 2008.
  - Providing funding to cover registration costs, travel expenses and lodging for 14 MTTA members from around the state to attend the 2008 MT Governor's Conference on Tourism & Recreation.

### **Partnership Opportunities**

- Public and private sector partners to provide financial and technical assistance for the development, promotion and distribution of Montana's cultural and heritage tourism products and services.
- Promotion of the existing cultural and heritage tourism products in the state through the media – Montana, regional, national and international – as well as Travel Montana's publication, consumer marketing and electronic marketing services.

### **Education**

#### **Goals**

- Provide Montanans information and training opportunities regarding tourism as an economic and community development tool through workshops, seminars, assessments, strategic planning and networking.

### **Actionable Objectives**

- Plan, organize and implement 2-3 statewide and/or regional workshops on tourism-related topics. Work with Montana's tourism regions, CVBs and other tourism and recreation partners to identify workshop topics, presenters, training materials and funding sources.
  - Funds for this action were transferred into the 2007 TIIP Grant Program.
- Plan, organize and implement the 2008 Montana Governor's Conference on Tourism & Recreation for April 17-18 at the Holiday Inn SunSpree Resort in West Yellowstone.
  - Hosted Conference April 17 & 18
- Provide customer service training for up to 2400 Montanans in FY08 through the Montana Superhost Program operated by Flathead Valley Community through a contract with Travel Montana. The seminar participation goal represents a 12% increase over FY 07.
  - Montana Superhost has created new curriculum for the 2008 season. It will incorporate the new Tourism Speaks DVD created by Travel Montana and Mercury Advertising to promote greater understanding of the economic and social benefits tourism provides Montana.
  - Superhost training sessions began March 20 and will continue through the fiscal year.

- Complete the process of updating the statewide Montana Tourism & Recreation Strategic Plan for use over the next 3-5 years. Work with the plan's stakeholders on development of an implementation and monitoring process.
  - Montana Tourism and Recreation Strategic Plan 2008-2012 was completed in late February 2008. The plan has been posted to Travel Montana's Intranet site. Hard copies have been created and the distribution of those plans will continue through late March, early April 2008.
  - Discussions are ongoing on implementation workshops for the plan. Some presentations are scheduled for early May 2008.
- Conduct a pilot project with the Montana Main Street Program where the elements of the Community Tourism Assessment Program are incorporated into the education and development efforts of a certified Main Street community. Partners in this effort include the Montana Main Street Program, MSU Extension Community Development Program, MSU College of Business, and UM's Institute for Tourism and Recreation Research.
  - The TD&E program has met with the new MT Main Street coordinator to review what Travel Montana offers and encouraging the Main Street program to utilize our staff and programs in their work. We will continue sharing information with the Main Street Program to see what joint projects or programs we can work on.
  - During the early Summer 2007 met with representative of the Stevensville Main Street Program and invited them to consider using the CTAP process in their program efforts. TD&E followed up numerous times, but the Stevensville group has not seen this as something that fits into their priorities as of this date.
  - Continue discussions with MSU Extension Community Development Specialist on the future opportunities for the CTAP process.

### **Partnership Opportunities**

- Identify topics for regional and statewide workshops and Governor's Conference presentations.
- Participation in and promotion of Travel Montana's education workshops, conferences, Montana Superhost Sessions and Strategic Plan implementation efforts.
- Assistance in developing and putting into action a strategic plan implementation and monitoring process.

**Montana State & Federal Agency Liaison** - This program was transferred to Travel Montana's Marketing Program

### **Goals**

- Build and maintain effective working relationships with federal and state agency tourism and recreation programs through ongoing communication regarding programs, initiatives, technical and financial resources as well as participating as partners in tourism and recreation projects that serve the needs of Montana's residents and visitors and facilitate excellence in the state's tourism and recreation experiences.

### **Actionable Objectives**

- Maintain and update the tourism and recreation-related technical and financial assistance information on Travel Montana's Intranet site: [http://travelmontana.state.mt.us/OURPROGRAMS/tech\\_fin\\_assist.asp](http://travelmontana.state.mt.us/OURPROGRAMS/tech_fin_assist.asp) This information includes federal and state agency assistance programs as well as those offered by the private sector, foundations and non-profit organizations assisting tourism and recreation development.
  - Action item moved to TD&E program responsibility.
- Provide technical and financial assistance to tourism-related themed-trail development initiatives involving state and federal agencies as well as other regional partners. In FY08, these projects include development of birding and nature trails in Custer, Russell and Gold West Countries and the 2008 Montana Territorial Trail Drive involving a number of federal, state, community, private and non-profit organization partners.
  - Accomplished to date:
    - Russell Country birding trail brochure and website complete - <http://wingsacrossthebigsky.com/index.asp>
    - Custer Country birding trail brochure and website complete - <http://custer.visitmt.com/birdingtrail.html>
    - Gold West Country birding trail brochure expected completion in 2008.
    - Cattle Drive postponed indefinitely.

- Work with Travel Montana's Electronic Marketing Staff and federal and state agency partners to update the Watchable Wildlife pages on [www.visitmt.com](http://www.visitmt.com).
  - Accomplished to date:
    - Regional Birding Trails added to the visitmt.com site - [http://visitmt.com/tripplanner/thingstodo/birding\\_trails.html](http://visitmt.com/tripplanner/thingstodo/birding_trails.html)
    - Birding Trails in Montana's Russell Country
    - Montana's Northeastern Plains Birding Trail
    - Missoula Valley Birding & Nature Trail
    - Bitterroot Trail
    - Seeley Lake Birding Route
    - West Yellowstone, Montana Birding Trail
- Maintain regular communication with state and federal agency partners regarding Travel Montana programs and initiatives as well as sharing information with Travel Montana administration and staff regarding state and federal agency programs and initiatives.
  - Accomplished to date:
    - Ongoing. Scan newspapers and agency websites daily for important tourism & recreation information and disseminate to partners.
- Represent the Montana Promotion Division on the Montana Tourism & Recreation Initiative (MTRI) Working Group.
  - Accomplished to date:
    - Agency partners will facilitate a 2008 Governor's Conference on Tourism & Recreation session titled "No Child Left Inside"
    - Agency partners participated in the development of the *Montana Tourism & Recreation Strategic Plan 2008-2012*
    - Agency partners initiated a plan to work together on No Child Left Inside project. Letter sent to the Governor on 8/27/2007

### **Partnership Opportunities**

- Identifying and acting on tourism-related projects and actions that MTRI can focus their technical and financial resources on for the improvement of Montana's tourism and recreation resources and Montana's economy.

### **Visitor Information Centers** - This program was transferred to Travel Montana's Marketing Program

### **Goals**

- Enhance the quality of Montana's visitor experience and understanding of what Montana has to offer, increase our visitors' length of stay and expenditures in Montana, and increase the likelihood of our visitors returning in future years through the operation of at least nine Montana gateway community Visitor Information Centers. The Montana VICs operate in partnership with community-based non-profit organizations.

### **Actionable Objectives**

- Review and update the Montana VIC program, contract and site selection criteria with input from the gateway community partners to ensure that the program is using its resources effectively to reach the objective.
  - Accomplished to date:
    - New VIC contract written and approved. Contract is being used for the 2008 season.
    - VIC Program Guidelines updated and approved. Guidelines distributed with 2008 Contract.
    - Total visitors served May through September 2007 - 215,159. 6.5% increase over 2006.
- Work with the Montana Arts Council, Montana State Parks, non-profit artist groups, Made-in-Montana stores and other product suppliers to provide Made-In-Montana Products to display and promote through the Montana VIC Display Case Program.
  - Accomplished to date:
    - Launched a successful campaign with the Montana World Trade Center spring 2007. Displays featured arts & craft available at various State Park gift shops.

- Work with the Montana VIC partners to identify and address travel counselor training needs.
  - Accomplished to date:
    - VIC travel counselors attended the 2007 Governor's Conference on Tourism & Recreation. They attended numerous educational sessions, made site visits to several attractions in the host communities and expanded their network of professional contacts.
- Work with Travel Montana's Electronic Marketing Staff to develop a consistent, identifiable look for the web pages and links to the Montana VICs on [www.visitmt.com](http://www.visitmt.com).
  - Accomplished to date:
    - IT is developing a webpage specifically for state-supported VICs on [visitmt.com](http://visitmt.com). The page will contain info about wifi and internet availability, 511 visitor information system, and other services offered at the 9 state-supported VICs. Goal to complete by May 2008.

### **Partnership Opportunities**

- Keep Montana VICs stocked with brochures and travel guides highlighting Montana's visitor opportunities and travel services.
- Provide Montana VIC travel counselors familiarization tours or presentations to provide them firsthand knowledge or attractions, communities and services to share with visitors.
- Provide Made-in-Montana products to Montana VICs to highlight in their Display Cases as a marketing tool to increase expenditures for these products and highlight the work of Montana's artisans.

### **Calendar**

#### August 2007

- August 1: TIIP Grant Application Deadline

#### October 2007

- October 1: Seasonal Visitor Information Centers close for the season
- October 2-3: Tourism Advisory Council Sends TIIP Grant Award Recommendations to MT Commerce Director for final approval
- TBD: SEGP Application available <http://travelmontana.mt.gov/forms/>

#### December 2007

- TBD: Montana Tourism & Recreation Strategic Plan updated for 2008 and beyond.

#### January 2008

- TBD: SEGP Application Deadline

#### February 2008

- TBD: Tourism Advisory Council Sends SEGP Award recommendations to MT Commerce Director for final approval

#### March 2008

- TBD: TIIP Grant Application Available <http://travelmontana.mt.gov/forms/>

#### April 2008

- April 17-18: Montana Governor's Conference on Tourism & Recreation, West Yellowstone, <http://travelmontana.mt.gov/conference/>

#### May 2008

- May 1: Visitor Information Centers open for the season

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## OPERATIONS AND INDUSTRY RELATIONS

### Overview

This program serves as the administrative and fulfillment center for Travel Montana and the Montana Film Office. Operations works closely with Travel Montana staff to provide vital information and administrative support to enhance the overall mission of tourism development and multidimensional marketing of the state as a year-round travel destination. The Fulfillment Program utilizes the Call Center and Travel Montana's front desk as key points of customer contact, by providing potential tourism customers with prompt, accurate and current information.

### Fulfillment

#### Goals

- The program will continue to promote increased visitation by providing outstanding customer service and interactive relationships with the inquiring public by promptly answering all requests for information by phone and mail.

#### Actionable Objectives

- Answer all inquiries promptly and enter customer information into VISITS software system.
  - The majority of publications requested are entered into "VISITS" by the Call Center. Montana Promotion Administrative Assistants at the front desk, promptly enter bulk requests and bi annual shipment requests.
- Manage and inventory printed promotional material.
  - Operations has met this objective. Inventory of publications and stationary is taken on or around the 5th of every month.
- Keep current with the ever changing USPO mail rates and specifications.
  - Operations has met this objective. Additionally the Bound Printed matter mail rates have been implemented as appropriate. Overall USPS postage expenditures have been reduced by 37% due to the implementation of Bound Printed Matter. **Note:** New postage rates will be implemented the second week of May 2008. Fulfillment Specialist will download the Pitney Bowes postage machine before May 12th, 2008.
- Work with Fed Ex to get set up and be in compliant with the State procurement requirements for small package shipping.
  - Operations have met this objective. Montana Promotion Division is compliant with State procurement requirements, and is no longer using UPS for small package shipments.
- Continually seek the best rates for shipping large shipments (pallets) of information.
  - Operations have met this objective. With the price of fuel constantly increasing, Operations seeks advice from contracted storage vendor for their knowledge, advice and expertise.

### Administrative Support

#### Goals

- The Operations Department strives to provide professional administrative support to Travel Montana/Montana Film Office with the following services:
  - Provide excellent customer service and front desk coverage 8:00-5:00 M-F
  - Provide professional administrative services to staff.
  - Provide accounting services for division programs and managers.
  - Coordinate purchasing activities.
  - Monitor and track contracts and proposals.



### **Actionable Objectives**

- Streamline the VISITS (Tier One/Siebel) computer program by requesting changes that would save Operations not only time in processing requests, but money in postage costs.
  - Improvements to “VISITS” are recommended to Industry Service and Operations Manager. There are many constraints which limit the implementation of some recommendations.

### **Industry Services**

#### **Overview**

Industry Services provides a staff liaison to the Tourism Advisory Council (TAC), Regions/CVBs and other state agencies to assist with oversight and to assure compliance. By providing the staff liaison, this program provides essential support to Montana’s non-profit tourism organizations and oversees the distribution of the Lodging Facility Use Tax to the six Tourism Regions and eleven Convention and Visitor Bureaus (CVBs). In addition, the program monitors the Regions and CVBs for compliance and adherence to the current Regulations. It also works with the Department of Revenue to provide Lodging Facility Use Tax collection amounts to public and private sectors.

#### **Goals**

- Serve as principal liaison between TAC, statewide tourism organizations, Travel Montana, and private sector representatives to coordinate projects; apprise cooperators of program changes, initiatives, and requirements; and facilitate exchange of ideas and information.
- Provide information on program operations, activities, and changes; interpret and explain State regulations; and answer questions from Region/CVB representatives.
- Conduct annual financial and program audits of Region/CVB tourism organizations receiving tax revenue.
- Distribute quarterly payments to tourism organizations according to approved project plans and ensure that necessary funding is available for timely disbursement.
- Enhance and foster relationship with Department of Revenue to assure continued open lines of communication and sharing of information between Revenue, Travel Montana, TAC and Regions/CVBs.

### **Actionable Objectives**

- Develop and establish agendas, select and compile informational materials, and coordinate other details required for successful TAC meetings.
  - Goal met – continue to work with the TAC Executive Committee to develop agendas and agenda topics. Will continue to have TAC meeting materials distributed 2 weeks prior to meeting. Will continue to work with host hotels and TM staff regarding meeting details for successful meetings.
- Verify accuracy and compliance of annual marketing plans and project applications before submitting to the TAC for final approval.
  - Goal met– will continue to review Region/CVB annual marketing plans for accuracy and compliance prior to distributing to TAC members prior to the June meeting. Will continue to review project applications submitted to the Audits/Applications for final approval and distribute them via email in a timely fashion. **Note:** The marketing plans are due in May and it is anticipated that this will once again be achieved.
- Administer fiscal contracts for tourism organizations to ensure the effective distribution of funds according to decisions and guidelines of TAC.
  - Goal met (last June) – will continue to review and administer fiscal contracts in a timely fashion. It is anticipated that this will once again be achieved in June 2008.



- Plan, schedule and coordinate biannual Region/CVB meetings and provide training and assistance for new Region/CVB directors as needed.
  - Goal met – Industry Services did plan and coordinate the fall Region/CVB meeting in November 2007. The spring Reg/CVB meeting did not (will not) take place due to the Marketing Plan meeting that took place in Fort Benton February 11 & 12. Industry Services did not plan or coordinate that meeting but did attend the meeting to answer questions and offer feedback as needed. Training was provided to the Great Falls CVB (Aug 2007 2 occasions) and Glacier Country (November 2007) representatives as requested. Assistance and training is available and will continue to be available as needed.
- Continue to work toward sharing of information with Regions & CVBs via the intranet.
  - Goal met – The Travel Montana Marketing plan was posted to the intranet to help show the Regions/CVBs what action Travel Montana hoped to accomplish in FY 08. **Note:** Industry Services also has had some discussion with the Electronic Marketing with the goal of posting the Region/CVB FY09 marketing plans and project applications to the intranet.
- Review quarterly financial and program compliance reports returned by the 17 certified tourism organizations.
  - Goal met – this continues to be done in a timely manner. Reports are emailed to each organization and they have 20 days to complete the quarterly compliance report. Compliance reports are sent the first week of October, January, April and July
- Present audit results to TAC with recommendations for follow-up or appropriate disciplinary actions. Ensure effective implementation of all post audit actions required by TAC.
  - Goal met – All annual audits were completed and results presented to the TAC at their October and February meetings. All post audit actions currently being tracked; some of the Regions/CVBs have not yet verified that their reimbursements have been made.
- Track tax receipts throughout the year to ensure availability of revenue for approved programs, and apprise TAC of revenue status.
  - Goal met – Industry Services receives monthly bed tax collection reports from the Department of Revenue and continues to track available revenue on a quarterly basis for distribution to the Regions/CVBs. TAC receives revenue reports at each TAC meeting. **Note:** Starting with the June 2008 meeting TAC members will only receive a revenue summary report and will discontinue receiving collection numbers by Region/CVB per their (TAC) request at the February 2008 meeting.
- Review revenue reports, calculate and verify adjustments, identify and resolve errors and discrepancies, and present findings to the Montana Promotion Division Administrator and TAC.
  - Goal met – Industry Services continues to work with DOR to resolve and discuss questions that may arise when reviewing revenue reports. Input from the Regions/CVB is requested prior to each TAC meeting regarding their collections (% increases/decreases & reasons why). Bed tax collections are discussed quarterly with TM Administrator who then reviews the information during the TAC meetings. **Note:** Starting with the June 2008 meeting TAC members will only receive a revenue summary report and will discontinue receiving collection numbers by Region/CVB per their (TAC) request at the February 2008 meeting.
- Provide Lodging Facility Use Tax revenue collection figures to public and private sector via the Travel Montana Intranet website. To be updated on a quarterly basis.
  - Goal met – Lodging Facility Use Tax figures continue to be posted to the TM intranet website on a quarterly basis and emails are sent to all Region/CVBs representatives notifying them that updated collection figures are available.

### **Partnership Opportunities**

N/A

### **Calendar**

#### July 2007

- TBD: 4<sup>th</sup> Quarter Compliance Reports due from Regions/CVBs

#### August 2007

- TBD: 1<sup>st</sup> Quarter payment to Regions/CVBs
- TBD: Schedule and perform audits for Regions/CVBs

#### September 2007

- TBD: Schedule and perform audits for Regions/CVBs

#### October 2007

- October 1-3: TAC Meeting
- TBD: 1<sup>st</sup> Quarter Compliance Reports due from Regions/CVBs
- TBD: Updated Revenue Projections to Regions/CVBs
- TBD: Schedule and perform audits for Regions/CVBs

#### November 2007

- TBD: Region/CVB meeting (two ½ days)
- TBD: 2<sup>nd</sup> Quarter payment to Regions/CVBs
- TBD: Schedule and perform audits for Regions/CVBs

#### December 2007

- TBD: Schedule and perform audits for Regions/CVBs

#### January 2008

- January 1: FY07 Completion Reports due from Regions/CVBs
- TBD: 2nd Quarter FY08 Compliance Reports due from Regions/CVBs

#### February 2008

- February 4-6: TAC Meeting – review audits
- TBD: 3<sup>rd</sup> Quarter payment to Regions/CVBs

#### March 2008

- TBD: Region/CVB meeting (1 full day)
- TBD: FY09 Projected revenue figures to Regions/CVBs

#### April 2008

- TBD: 3rd Quarter FY08 Compliance Reports due from Regions/CVBs

#### May 2008

- TBD: Region/CVB Annual Marketing Plans due
- TBD: Review 17 Region/CVB Marketing Plans

#### June 2008

- June 2-4: TAC Meeting – review and approve marketing plans
  - TBD: 4<sup>th</sup> Quarter payment to Regions/CVBs
  - TBD: FY08 Annual Contracts to Regions/CVBs
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## MONTANA FILM OFFICE

### Overview

The primary role of the Montana Film Office is to bring productions (feature films, commercials, documentaries, television programs, and still shoots) into Montana for the overall economic benefit of the state. As the number of productions filmed in Montana continues to grow, so do the job opportunities for Montanans and the amount of direct expenditure to Montana businesses generated by out of state production companies. It is the responsibility of the Montana Film Office to ensure that the state is "film friendly." We not only work with producers to find locations that fit their script, we also act as their liaison with private and public entities through every phase of production.

### Goals

- Market Montana as a competitive, creative, and viable filming location for feature films, TV commercials, documentaries, still shoots, short films, and music videos as well as television shows, miniseries, and movies of the week.
- Increase the direct and indirect economic impact of the film industry by encouraging more film production to film in the state of Montana.
- Continue to generate press releases that result in positive articles on Montana's film industry in the film industry trade press as well as the local Montana press.
- Incorporate new comprehensive database system and upload all existing project, contact, and digitized location files into the new system..
- Encourage the growth of the indigenous film industry in Montana, by offering Montana filmmakers and film festivals resources and technical support, thereby creating a sustainable industry in state, which in-turn increases competitiveness for out of state projects.
- Continue to enhance Montana's competitiveness through legislative and other means.

### Actionable Objectives

- Implement a new advertising campaign in FY 08 based upon the award winning campaign of FY 07. Strategically place this campaign in trade publications, directories, online, and in festival catalogs. Publications include Daily Variety, The Hollywood Reporter, Production Update, Shoot, Produced By, Screen International, Moviemaker, Filmmaker, and Below the Line magazines. Directories include Creative Industry Handbook, HCD, Production Point, EP Paymaster, Showbiz Labor Guide, and Shoot Directory. Festival Catalogs include Sundance, AFI Fest, SXSW, Cannes, Newport Beach, Rural Route, and all Montana Festival catalogs.
  - Completed with a few exceptions – Please see attached media buy for complete list of advertising purchased in trade magazines and directories. We did advertise in the Sundance Catalog as a co-op with the Bozeman CVB, the AFI fest catalog, the Rural Route catalog, and all the Montana festival catalogs.
  - Exceptions include Filmmaker Magazine, Screen International, HCD, and EP Paymaster. This was a budgetary decision. We did not advertise in the Cannes Catalog, or the Newport Beach catalog, as we did not attend or sponsor these events. We did not advertise in the SXSW catalog for budgetary reasons.
- Have a strong Montana presence at important film industry trade shows. This includes a branding effort to keep Montana in top of mind awareness of producers. See list of shows under Calendar section.
  - Completed – Please see attached list of trade shows
- Sponsor and have a strong presence at important film industry film festivals. See list of festivals under Calendar.
  - Completed – Please see attached list of film festivals
- Continue annual mailing of Montana Film Office branded calendars to select producers, directors and industry personnel.
  - Completed 12/17/07 – mailed 655 calendars

- Host invitation only events and dinners for producers of appropriate projects and VIPs to develop new relationships with filmmakers and executives.
  - Completed – Hosted dinner for Executive Producer Duncan Henderson and Disney executives Jerry Ketchum, Paul Steinke, and Anne Henderson.
  - Did cancel invitation only Brunch for Filmmakers in Los Angeles, due to lack of willing partners from other states to share cost.
- Develop the Invite a Filmmaker to Montana program with targeted message from the Governor and a unique premium to deliver the message. (i-pod, PDA, etc)
  - Not completed due to lack of time. We plan to complete this project in the FY 09.
- Update our contact database and incorporate new studio contacts, and send periodic e-mail newsletters on a quarterly basis.
  - Contact database has been updated – completed over the months of June July and August 2007. An e-mail template is currently being developed and quarterly e-mail marketing blasts will begin first quarter FY 09.
- Host at least one location Familiarization trip annually for interested director and producer.
  - Completed – Hosted fam trip in Southwest Montana for Executive Producer Duncan Henderson and Disney executives Jerry Ketchum, Paul Steinke and Anne Henderson.
- Run professional scouting trips for all feature productions interested in filming in Montana.
  - Completed extensive scouting for feature films; Taking Chance, A Fork in The Road, Long Blue Yonder, My First Kiss, Emperor of Mars, and Call of the Wild. We also scouted with the Television series; Montana Cowboy and The Magnificent Seven.
- Issue a request for proposal for the film office Advertising and Public Relations contract by September 15, 2007.
  - We are currently in the process of issuing the RFP. We missed deadline due to other pressing concerns, including the hiring process for staff and the conversion process to the Reel-Scout System.
- Work with advertising agency and MPD and Commerce PIO's to develop and send out at least 5 press releases on Montana's film industry.
  - Completed 3 official press releases, but have written one article per month for the Travel Montana Update. We received lots of good press from the films shooting in Montana (Taking Chance, A Fork in the Road) and particularly Call of the Wild. Montana also received industry press coverage upon my election to the Board of Directors for the Association of Film Commissioners International. The MFO was also highlighted in stories by the Hollywood Reporter and Moving Pictures magazine.
- Develop new and maintain existing good relations with top trade publication writers and editors by actively seeking and taking meetings with them at industry events.
  - We have maintained excellent relationships with the editors and writers from Production Update Magazine, Moving Pictures magazine, and The Hollywood Reporter. New relationships should be built with additional publications.
- Update, expand, and commercially print the film tourism brochure to offer a larger distribution statewide at VIC's Chambers, CVB's, TAC meetings, and speaking engagements.
  - Completed – We printed 50,000 copies of the new brochure which was printed and delivered in November of 2007, and placed them in the system.
- Continue the implementation of the new comprehensive contact, project, and location database- Reel-Scout which began late in FY 07. Have all projects, contacts, and currently digitized photos uploaded by the end of FY 2008.
  - Completed all projects, contacts, and 90% of currently digitized photos. We will all have the remaining 10% of the digital image uploaded to the Reel-Scout System by the end of FY2008.
- Undertake bi-weekly location photo scouting trips in order to digitally re-shoot each of Montana's 7 larger cities by October of 2007.
  - Completed Great Falls and Bozeman. The project will continue and be completed in FY 2009 with the cities of Billings, Butte, Missoula, Kalispell, and Helena.
- Continue to attend and sponsor Montana based film festivals and foster relationships with festival personnel and Montana Filmmakers. See festival in Calendar section.
  - Completed – Please see the attached list of Festivals
- Continue to publish in print and on the web, a comprehensive guide to filming in Montana, including listings of all qualified Montana businesses and individuals who provide service to the film industry.
  - Completed – Year round activity

- Actively promote the availability of free crew member listings in the Montana Production Guide and on montanafilm.com in order to increase the number of qualified Montana crew listed by at least 10 crew members.
  - Completed with gusto – we added 29 new crew members in FY08.
- Track competition from surrounding states and provinces as well as worldwide competition, and develop new programs and legislative solutions to keep Montana competitive for the production industry.
  - We have secured support from the Director's Office and submitted a legislative request and fiscal note to the OBPP office for the 2009 legislative session.

## **Tradeshows and Film festivals MFO marketed at in FY 2008**

### September 2007

- September 17-20: Independent Feature Project Market, New York, NY

### October 2007

- October 2-7: HatchFest, Bozeman, MT

### November 2007

- November 5-8: AFI Fest, Los Angeles, CA

### January 2008

- January 22-27: Sundance Film Festival, Park City, UT

### February 2008

- February 15-21: Big Sky Documentary Film Festival, Missoula, MT

### March 2008

- March 7-11: South by Southwest Trade Show, Austin, TX
- March 7-15: South by Southwest Film Festival, Austin, TX

### April 2008

- April 11-13: Locations Trade Show and LA event, Los Angeles, CA

### May 2008

- May 12-19: International Wildlife Film Festival, Missoula, MT

## **Partnership Opportunities**

**These partnership opportunities will be open to the participants listed. In most cases these projects will only be able to move forward with committed partners on board do to budget reasons.**

- Film Location Brochure - The film office plans on creating a new publication which will be open to participation by all regions and CVB's. The publication will be a location brochure; showing the entire state, but with specific areas highlighted by those regions and CVB who wish to enter into a co-op partnership to participate.
- Public-Private marketing partnerships – The Montana Film Office is interested in exploring public private marketing partnerships with entities that have an interest in seeing the film industry grow in Montana. Examples of this type of partnership would include co-hosting a filmmaker's reception at a film festival, or co-hosting a "green room" at a festival. Examples of this type of partnership would be partnering with Montana based film festivals such as HATCHfest to market Montana locations and the festival at festivals and trade shows, or partnerships with Montana based film related businesses.
- Public co-op marketing opportunities – The Montana Film Office is currently involved in a multi-state marketing co-op known as Film the West. This group takes a regional approach to marketing the western region to Los Angeles based filmmakers. This approach allows the film office to capitalize on shared costs of marketing events, which allows a bigger presence and access to expensive venues such as film festivals. The film office would be open to this type of relationship with interested Regions and CVB's.
- Montana based film festivals – The film office will partner with Montana based film festivals to serve a two-fold purpose. Montana based film festivals help to foster the local indigenous film industry and offer a venue for local filmmakers to learn and to share their work. The Montana Film Office supports these efforts. The Festivals also offer the film office a marketing and networking opportunity to meet with the out-of-state filmmakers and sponsors who are

players in the industry. This is a great opportunity to expose these potential clients to the state, as well as to meet with them and discuss what Montana has to offer.

## **Calendar**

### **July 2007**

- Implement Reel-Scout database system

### **August 2007**

- TBD: Begin RFP process for Advertising and Public Relations contract

### **October 2007**

- October 2-7: HatchFest, Bozeman, MT

### **November 2007**

- November 1-11: AFI Fest, Los Angeles, CA
- TBD: Finalize RFP process for Advertising and Public Relations contract

### **January 2008**

- January 20-30: Sundance Film Festival, Park City, UT

### **February 2008**

- February 15-21: Big Sky Documentary Film Festival, Missoula, MT

### **March 2008**

- March 7-11: South by Southwest Trade Show, Austin, TX
- March 7-15: South by Southwest Film Festival, Austin, TX

### **April 2008**

- April 11-13: Locations Trade Show and LA event, Los Angeles, CA

### **May 2008**

- May 12-19: International Wildlife Film Festival, Missoula, MT
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